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ABSTRACT

Mathematics, Engineering, and Science Achievement (MESA) is a public service program administered by the Lawrence Hall of Science at the University of California, Berkeley. The purpose of the program is to increase the number of minority students who have sound academic preparation, giving them the background to successfully complete a post-secondary education in science- and mathematics-related disciplines. This report discusses the formation and growth of MESA and the purposes and methodology of a study which examined four policy questions and concerns, such as who should have the responsibility for the fiscal management of MESA. The report examines MESA's administrative structure and financial management and offers observations and recommendations regarding its administration. Factors found to contribute to the program's success include its base in academic institutions, active participation of industry in its policy development and program implementation, and cooperation among educators at all levels and industry leaders in achieving its goals. In addition, it was found that the California legislature has provided MESA with the necessary policy and directives. One recommendation offered is that the fiscal management and operation responsibility for MESA remain with the University of California, Berkeley. (JN)

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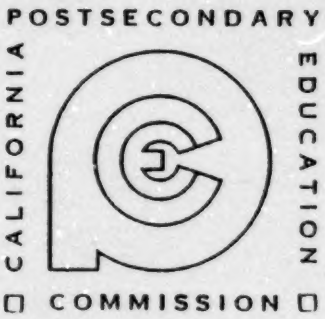
ADMINISTRATION OF MESA

(Mathematics, Engineering, Science Achievement)



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The Commission consists of 15 members. Nine represent the general public, with three each appointed by the Speaker of the Assembly, the Senate Rules Committee, and the Governor. The other six represent the major educational systems of the State.

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ADMINISTRATION OF MESA
(MATHEMATICS, ENGINEERING, SCIENCE ACHIEVEMENT)

A Report to the Legislature in Response to
Supplemental Language in
the 1984-85 Budget Act

CALIFORNIA POSTSECONDARY EDUCATION COMMISSION
1020 Twelfth Street, Sacramento, California 95814

Commission Report 85-4

Adopted January 21, 1985

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INTRODUCTION

THE GROWTH OF MESA

Mathematics, Engineering, Science Achievement (MESA) was conceived in 1968 out of the concern on the part of faculty and student service staff at the University of California, Berkeley, that few Black and Chicano students were enrolling in mathematics or science-based fields, and particularly engineering. With a small grant received from the van Loben-Sels Foundation in late 1969, and with the objective of motivating more high school students to pursue study in mathematics and science-based subjects, a committee of secondary and postsecondary faculty started what is now the MESA program at Oakland Technical High School in February 1970. The program included motivational workshops for the students as well as visits to industries, academic advising and tutoring. In 1972, after a preliminary evalution showed that MESA's approach of providing both motivational and academic support to ethnic minority students had proven to be a potentially effective strategy, MESA expanded to John F. Kennedy High School in Richmond, and with a Sloan Foundation grant, to Berkeley High School.

From MESA's inception, industry personnel provided a solid base of support and joined with the University of California in setting policy and administering the program because of their concern with the lack of ethnic minority graduates in engineering and other technical fields. MESA's largest supporters, the Sloan Foundation and the Hewlett Foundation, encouraged the program to expand, and in 1977, MESA hired a full-time executive director and other support staff to become a statewide program. With this expansion, the MESA Board of Directors was formalized, and the decision was made for MESA's administrative base to remain housed (as it had been since its inception) within a setting strongly identified with mathematics and science teacher training -- the Berkeley campus's Lawrence Hall of Science.

In 1979, MESA was successful in convincing the Legislature to provide State General Fund support to allow it to serve the growing number of ethnic minority students in California's public schools. In 1982, the program expanded again with State support to include a Minority Engineering Program (MEP), patterned after a similar program developed at California State University at Northridge, as a college-level equivalent of MESA to improve the retention and graduation rates of ethnic minority students in engineering.

Since State funding began in 1979, MESA's budget and student count has grown as follows:

	Funding Sources		
Year	State	Non-Public	Students Served
1979-80	$ 257,000	$ 559,261	2,232
1980-81	413,050	637,432	2,251
1981-82	568,642	574,174	2,673
1982-83	1,351,000	890,000	3,382
1983-84	1,351,000	970,000	4,015

Currently, MESA serves 5,000 students at 140 high schools throughout California and, through its MEP component, four University of California, eight State University, and one independent university campuses. In addition, through a three-year grant from the Carnegie Foundation, it is planning a junior high school component.

PURPOSE OF THE COMMISSION'S STUDY

Between 1979 and 1983, MESA's state appropriations were distributed across three segments: the University of California, the California State University, and the State Department of Education. In turn, these appropriations were transferred by each segment to the Lawrence Hall of Science at Berkeley. In 1983, however, following the recommendation of the Legislative Analyst, the Legislature shifted MESA's appropriation to one unit -- the Department of Education -- to simplify the bookkeeping related to MESA's budget. In essence, the Department became a conduit for funds, since it assumed no administrative functions as a result of the shift.

During the 1984-85 budget process, it became apparent that this placement of MESA's appropriation into one unit had the effect of leaving MESA without clear representation during the budget process. Other administrative anomalies had been evident in MESA since State funding began: MESA is headquartered on one University of California campus yet it is required to address the needs and concerns of other University of California and State University campuses as well as the State Department of Education and it serves students in both secondary and postsecondary institutions. The need to reassess MESA's fiscal arrangements prompted legislative interest in a study of its governance. Under 1984-85 Budget Conference Language, the Legislature directed the Commission to:

> review and assess existing Mathematics, Engineering, Science Achievement (MESA) program administration, management, accountability and State oversight, and make recommendations to the fiscal committees and Joint Legislative Committee by January 15, 1985, regarding changes where appropriate in the administration of the Statewide program.

In this study, the Commission has focused on four policy questions and concerns:

1. What policy and program directives have been provided MESA by the Legislature through the appropriation process since State funding began?

2. Who should have the responsibility for the fiscal management of MESA?

3. Where should the responsibility lie in representing MESA to the Legislature and to the Governor?

4. What should be the role of the MESA Board of Directors in establishing policy goals and directives for the program in view of the shift that has occurred from predominantly private to predominantly State funding?

STUDY METHODOLOGY

Commission staff gathered information for the study by interviews with 15 individuals involved with MESA; its current and former statewide executive directors, support staff at its statewide office, the principal investigator for MESA, Lawrence Hall of Science staff, MESA's Board of Directors, its Industry Advisory Board, and MESA/MEP directors at secondary schools and colleges and universities. In addition, Commission staff attended two meetings of MESA's Board of Directors and, at the request of the Director of the Lawrence Hall of Science, attended a special meeting of the executive committee of the Board with officials of the Lawrence Hall of Science and the University of California, Berkeley.

Concurrent with the Commission's study, the MESA Board of Directors and officials of the Lawrence Hall of Science began meeting to ascertain what changes, if any, were needed in MESA's governance and management structure. Their review was prompted by several administrative concerns that had been brought to the attention of the Board of Directors. To the extent possible, the Commission has coordinated its study with the internal review.

The following sections of this report describe MESA's administrative structure and financial management and offers observations and recommendations regarding its administration.

CURRENT ADMINISTRATION AND FISCAL MANAGEMENT OF MESA

MESA's administration involves (1) non-paid, State-level Board of Directors that provides policy direction to the program; (2) a statewide MESA office housed at the Lawrence Hall of Science; (3) the pre-college level MESA centers, headquartered on college and university campuses serving high schools in their geographic region; and (4) the college-level MEP centers on 13 university campuses.

MESA's Board of Directors: MESA's Board of Directors represents the various constituents involved in implementing the MESA/MEP programs. Over the years, the Board has developed policy pertaining to the operation of the program at both the State and local levels, acted on personnel selection, approved funding allocations to Centers, and commissioned studies and evaluations. The current members of the Board are:

Rex Fortune, Superintendent, Inglewood Unified School District (Chairman)
Dick Collins, Retired, Bechtel Corporation, Hillsborough (Vice Chairman)
Tomas Arcinega, President, California State College, Bakersfield
J. Stephan Bryant, Bechtel Power Corporation, San Francisco (ex-officio)
Eugene Cota-Robles, Provost, Crown College, University of California, Santa Cruz
Guy Dobbs, XEROX Electro-Optical Systems, Pasadena
Steve Fluornoy, Tandem Computers, Cupertino

Rod Hanks, Lockheed Corporation, Burbank
Gene Houston, IBM, San Francisco
Paul Jackson, TRW Engineering and Development, Los Angeles
Ray Landis, Statewide MESA Office
Stephanie McGraw, Chancellor's Office, The California State University
Richard Mesa, the California State Department of Education
Robert Rice, Lawrence Hall of Science
Aida Shagun, Hughes Aircraft, Canoga Park
Beniot Sinclair, Sinclair and Associates, Los Angeles
Mary Smith, Oakland (first MESA advisor)
Wilbur Somerton, University of California, Berkeley, and Principal Investigator, MESA Statewide Office
Esteban Soriano, Executive Director, MESA Statewide Office (ex-officio)

Separate and apart from the Board, MESA operates Industry Advisory Boards at both the State and local levels. These boards coordinate various industry-related MESA activities and act as advisors to program personnel relative to the needs of industry.

MESA's Statewide Office: At the Lawrence Hall of Science, MESA's executive director heads a staff of professional and administrative support staff to implement policy; determine funding allocations; conduct major fund-raising and public relations activities; collect, analyze and disseminate statistical information related to MESA students and services; facilitate in-service training; and monitor the progress of funded programs for reporting to the Legislature, MESA's Board of Directors, and the Lawrence Hall of Science.

Support for these staff positions comes from a combination of State and private funds. Persons filling staff positions are employees of the University of California, Berkeley. All senior level positions have been filled over the years through a selection process that has included the MESA Board of Directors.

In addition, since MESA's inception as a research project in 1968, a full-time tenured faculty member from the College of Engineering has served in the position of its principal investigator. The University of California requires that all research projects and programs conducted under the aegis of the University have a principal investigator, who represents the University and has the ultimate responsibility and authority for the project. Although MESA is no longer a research project, Berkeley has continued to assign a tenured faculty member to MESA as its principal investigator, with this individual reporting to the director of the Lawrence Hall of Science.

MESA Centers: Each MESA pre-college-level program center, which serves several secondary schools in its geographic region, is headed by a director. With one exception -- the Los Angeles Council of Black Professional Engineers -- the Center director is an employee of the host institution and reports to a principal investigator, usually a tenured faculty member or administrator of the campus department or school of engineering.

The proportion of State, campus, and private funds that support the director and other staff at each MESA Center varies from center to center and is approved by the Statewide MESA office through program proposals submitted yearly by each center.

Each high school served by a MESA center has a MESA Advisor, who usually is a mathematics or science teacher. Advisors work with center directors to carry out the MESA program. Arrangements for their release time and compensation are tailored to meet the needs of the individual program.

MEP Centers: The college-level MEP centers operate in a manner similar to the pre-college MESA centers, but seek to retain ethnic minority university students in engineering fields and to improve their academic performance through intensive academic support services for them. MEP personnel are employees of their host institution. MEP center directors also report to a faculty sponsor, usually a tenured faculty member or administrator in the school of engineering.

FISCAL MANAGEMENT

As previously mentioned, prior to 1983-84, the State's appropriation for MESA was contained in three separate budgets -- those for the University of California, the State University and State Department of Education, but now this appropriation appears only in the Department's budget. The Department prepares no reports related to the disbursement of MESA funds.

Allocation levels for MESA and MEP centers are determined by Statewide Office staff, based on a program plan submitted by each center, with the MESA Board of Directors asked to approve the staff recommendations.

All accounting responsibilities associated with the operation of the Statewide office and grant disbursements or reimbursements to Centers are handled by the accounting unit of the University of California, Berkeley.

The Commission staff has concluded from its interviews and review of MESA that all procedures are in place to provide the State an accurate accounting of funds.

OBSERVATIONS AND RECOMMENDATIONS

MESA'S STRENGTHS

To respond to the Legislature's mandate to determine what, if any, changes should be made in MESA's administration and management, Commission staff questioned individuals familiar with MESA about problems that they felt exist within MESA and changes, if any, that they would propose. Most evident from these interviews were not problems but the strengths of MESA. Above all, MESA works well for students, despite its administrative complexities and has proven its effectiveness in achieving its goals. For example, when staff of the Center for the Study of Evaluation at the University of California, Los Angeles, conducted an independent evaluation of MESA in 1981, they reported that (1) MESA was perceived as effective by program coordinators, advisors, students, and parents; (2) MESA students performed significantly better academically than comparison groups of students from similar ethnic backgrounds; and (3) their eligibility rates for admission to the University of California and the California State University were significantly higher than these other students.

One reason for MESA's success, according to those interviewed, is industry's involvement. Many urged that the State continue to recognize the importance of industry's participation in a decision-making capacity. At the same time, a number of persons stated that MESA's success is also due to the fact that faculty were involved in its design and continue to be involved in its implementation. Some stated that MESA's academic affiliation is critical in retaining the support of industry, and others pointed out that its academic connections help improve curricula articulation between secondary and post-secondary institutions and thus improve the educational environment for ethnic minority students.

MESA'S POLICY AND PROGRAM DIRECTIVES

The Commission has sought to determine if the Legislature has provided MESA with policy and program directives through the appropriation process, and it concludes that the Legislature has done so.

Under the auspicies of the Office of the Legislative Analyst, MESA's program and management structure was evaluated when the program initially sought State funds. Therefore, it would appear as if the tripartite structure of industrial, academic, and governmental participation was implicitly understood. The Legislature did stipluate, however, that MESA's State appropriation was to be matched by non-state funds. Further, in 1982, the Legislature indicated that the expansion of MESA should be directed to integrating the college-level program, MEP, into the overall MESA effort. The Commission has found no evidence that the Legislature has sought to significantly alter these relation-

ships or matching-fund requirements in providing additional funding to expand the MESA/MEP programs and centralize State allocations for them.

FISCAL RESPONSIBILITY FOR MESA

Two levels of fiscal management can be discussed separately here: (1) the placement and flow of State appropriations, and (2) accountability for MESA's resources.

Flow of State Appropriations

As simply a conduit of funds, the State Department of Education could continue to receive MESA's State appropriation, but as a matter of policy, since MESA is housed at and funds are disbursed by the University of California, Berkeley, the appropriation should be made to the University. This shift of budget locus from the Department to Berkeley will not by itself reduce the need to obtain the support of all the parties served by the program. What is needed is a process that recognizes the shared responsibility of MESA as a legislatively mandated intersegmental program. This could easily be accommodated by an agreement between the segment's systemwide offices and the Statewide MESA office.

Therefore the Commission recommmends that the State appropriation for MESA be shifted to the University of California with an agreement that the funds be provided to the Berkeley campus's Lawrence Hall of Science for allocation to campuses of the University of California and the State University and to secondary schools through the State Department of Education; and that the Statewide MESA office, in consultation with the Lawrence Hall of Science, the MESA Board of Directors, the systemwide offices of the University and State University, and the State Department of Education establish a process that insures the participation of all parties in the development and support of the MESA budget.

Several other State-funded intersegmental programs like MESA also pose the question of what is the best way to handle the flow of dollars to insure an appropriate level of attention by budget and program staff during the budget process. While the above recommendation is directed only at MESA, it points to the need for special attention directed to other state-funded intersegmental programs including the California Writing Project, the California Math Project, the California Academic Partnership Program, and the California Student Opportunity and Access Program (CAL-SOAP.)

Fiscal Management and Accountability

The University of California and the Lawrence Hall of Science make no direct monetary contributions to MESA, and MESA pays a minimal 5 percent overhead charges to the University. Its accounting, bookkeeping, and personnel functions are handled by Lawrence Hall of Science on a charge for service basis.

The Commission finds that MESA's overall fiscal management arrangement serves the State and MESA well: MESA has a budget person assigned to handle its affairs; financial reports covering income and expenditures are provided routinely to the Statewide Office; and, within the framework of the University, the State is assured that appropriate audit trails are in place.

As MESA's fiscal agent, the University assumes all fiscal liability for MESA's Statewide Office and all of the MESA/MEP centers. In addition, Berkeley's fiscal management assures the State and private contributors that MESA's fiscal matters are being handled properly.

Thus, the Commission recommends that the fiscal management and operation responsibility for MESA remain with the University of California, Berkeley.

REPRESENTATION OF MESA TO THE LEGISLATURE AND THE GOVERNOR

MESA's Statewide office is the central point of information about MESA's needs and its administrator is the logical spokesperson on behalf of all the parties who constitute the program. However, a procedure is needed that reflects intersegmental consultation and results in MESA's concerns and needs being adequately represented to the Legislature and the Governor.

To this end, the Commission recommends that the Statewide MESA office develop in tandem with the director of the Lawrence Hall of Science, the MESA Board of Directors, and officials of the segments, a procedure whereby all parties are consulted on how the office and its executive director will represent the program to the Legislature and the Governor in the budget process.

ROLE OF MESA'S BOARD OF DIRECTORS

As previously mentioned, prior to the Commission initiating its review of MESA, the University of California, Berkeley, and MESA's Board of Directors had begun discussions to resolve issues related to the operation of the Statewide MESA program. These issues and subsequent discussions have centered around the role of the MESA Board, the relationships of the Board to the University, and the lines of authority and reporting among Statewide MESA staff. In response to these issues, the University prepared a document, "Governance of The Mathematics, Engineering, Science Achievement Program" which clarifies the role of the Board and spells out the process and procedure for the Board to use in participating in the development of MESA policy and in the State-level program operations. The document also proposes changes to the current management-level reporting structure. The document is included as the Appendix to this report.

Based on a review of that document and the discussions in the meetings attended by Commission staff, the Commission believes that it should be a policy of the State to expect a continuation of an active role for business

and industry as well as postsecondary and secondary segments in shaping MESA policy.

Commission staff will follow the progress being made by the Board and the University in the this matter. However, the Commission believes that significant progress has been made and makes no recommendation regarding the role of MESA's Board of Directors.

CONCLUSION

The Commission believes that problems which may have existed as a result of MESA's unique funding pattern, intersegmental operation, and tripartite governance, can be resolved largely by improved communication and coordination of the program and by shifting the flow of State appropriations from the State Department of Education to the University of California, Berkeley.

As MESA has grown to include more constituents and expanded to serve more students and institutions, the need has grown to formalize and clarify roles, while preserving what contributes to its success: its base in academic institutions, active participation of industry in its policy development and program implementation, and cooperation among educators at all levels and industry leaders in achieving its goals.

GOVERNANCE OF THE

Mathematics, Engineering, Science Achievement Program

Lawrence Hall of Science

University of California, Berkeley

December 20, 1984

Mathematics, Engineering, Science Achievement (MESA) is a public service program administered by the Lawrence Hall of Science at the University of California, Berkeley. The purpose of the program is to increase the number of minority students who have sound academic preparation, giving them the background to successfully complete a post-secondary education in science and mathematics related disciplines. MESA directs its efforts towards minority groups currently underrepresented in junior high school, senior high school, and post secondary mathematics and science based courses and disciplines.

MESA is a collaborative effort involving students, teachers, parents, school districts, universities, industry, engineering societies, professional organizations, minority organizations, government, and individuals interested in increasing the number of underrepresented minorities who complete post-secondary studies leading to careers in engineering, chemistry, physics, mathematics, computer science, and related mathematics-based fields.

MESA receives financial support from both public and private sources.

Administration Administratively and programmatically, the Director of MESA reports to the Director of the Lawrence Hall of Science (LHS), who serves as the Principal Investigator for MESA. The LHS Director, in turn, reports through the Chair of LHS to the Vice Chancellor for Undergraduate Affairs, who reports ultimately to the Chancellor of the University of California, Berkeley. This reporting structure permits the Berkeley Campus to fulfill its responsibility for administration of MESA as a University program with full recognition of the intersegmental nature of the program.

The LHS Director shall be assisted by an Associate Principal Investigator, a tenured faculty member, appointed by the Dean of the College of Engineering on the Berkeley Campus. This reinforces and ensures continuity of the relationship of the MESA program and the College of Engineering.

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The MESA Director is charged with conducting MESA business within the framework of the established policies of MESA while adhering to the established policies of the University of California and those of the Lawrence Hall of Science. The MESA Board is advisory to the Director of the Lawrence Hall of Science. All recommendations for changes concerning policy or new directions in MESA emphasis should be transmitted by the Board to the LHS Director in a timely manner. Responsibility for the MESA Program has been delegated by the Chancellor of the University of California, Berkeley to the Vice Chancellor for Undergraduate Affairs. An annual report on the status and progress of MESA shall be prepared for the Chancellor by the MESA Board.

Purpose of the MESA Board The purpose of the MESA Board is to further the mission of MESA as stated in the first paragraph of this document. To fulfill this general purpose, the MESA Board has the following general responsibilities:

- To develop and recommend goals, objectives and general policies for the operation, improvement and expansion of MESA;
- To participate in securing financial, human and other resources for MESA from private and public sources;
- To review the fiscal affairs of MESA;
- To attract and enhance public, government, and industry attention toward participation with MESA;
- To provide continuous evaluation of the achievements of MESA in fulfilling its goals; and,
- To review MESA personnel matters.

The MESA Board has certain rights and responsibilities in fulfilling its purposes as noted above, and as set forth below in more detail.

1. Policy Development The MESA Board shall assist, in cooperation with the MESA Director, in the development of policies related to the operation of MESA. These policies will include such matters as student selection for the program, student support systems, program expansion both in content and extent, curriculum improvement, teacher education, and related activities.

Such policy recommendations may develop through the initiative of the MESA Board or the MESA Director, and will be forwarded to the LHS Director and the Vice Chancellor for Undergraduate Affairs.

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2. Resource Assistance and Development. The MESA Board shall assist in identifying potential sources of funds, donated equipment, the recruitment of staff, and other resources. The Board shall initiate policies related to acquisition, storage, and disbursement of equipment and other resources that become available.

The MESA Board shall provide oversight and advice regarding fundraising activities relating to private and public sources. Such activities are to be undertaken in coordination with the LHS Director and the Development Office of the University of California, Berkeley.

3. Budget The MESA Advisory Board shall review budgets prepared by the MESA Director, and make recommendations to the LHS Director regarding approval thereof. Such responsibility includes, but is not limited to, the review of annual budgets, concurrence with periodic reports on budget compliance, and recommendations regarding budget revisions.

4. Public Relations The MESA Board shall assist MESA by attracting and enhancing public, government and industry attention to further the goals of MESA. It is recognized that the Board can lend considerable strength and experience to MESA in its effort to achieve recognition and in the dissemination of results.

5. Evaluation The MESA Board shall review and make recommendations regarding all aspects of MESA. These responsibilities shall include the operation of MESA, program organization, proposed changes therein, program operating results, and evaluation of the success of the programs.

6. Personnel A personnel committee of the MESA Board shall be empowered to review the general personnel policies and procedures of MESA and to make recommendations thereon to the Vice Chancellor for Undergraduate Affairs through the LHS Director. This review authority shall in no manner supercede existing personnel practices and procedures of the University.

The MESA Board shall have additional responsibilities as are mutually agreed to by the Board, the MESA Director, and the LHS Director. The Board may form an Executive Committee and other sub-committees as needed to accomplish its mission. In fulfilling its responsibilities, the MESA Board shall comply with applicable policies of The Regents of the University of California and the University of California, Berkeley, and with applicable laws of the State of California and of the United States. The MESA Board is authorized to use the name of the University of California, Berkeley, in its undertakings on behalf of MESA.

Membership The Chancellor shall appoint members to the MESA Board subject to the recommendations and advice of the MESA Director, the current Board, and the Director of the Lawrence Hall

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of Science. The Members shall be individuals knowledgeable about the mission and purposes of MESA. Membership shall include one representative each from the State Department of Education, the University of California System, California State University System and the Association of Independent California Colleges and Universities. The MESA Board shall consist of not more than twenty (20) members, not including ex officio members. Members of the Board shall be appointed for a term of three (3) years with an approximately equal number appointed in each year. Members may normally serve on the MESA Board for no more than two (2) consecutive terms. Under unusual circumstances determined by the MESA Board, recommendation may be made to the Chancellor for exception to this rule.

The ex officio members of the MESA Board shall be the following:

Director of the Lawrence Hall of Science
Associate Principal Investigator of MESA
Director of MESA
Chairman of the MESA Industry Advisory Board

Limitation and Personal Liability Acting within the scope of the duties set forth herein, members of the MESA Board are subject to the protection and indemnification provided by the University to its employees and agents. No member of the MESA Board, acting as such, shall be personally liable to the University's creditors for any University indebtedness or liability. No officer or member of the MESA Board shall have power or authority to bind the University of California by any contract or engagement, or to pledge its credit, or to render it liable for any purpose or for any amount.

Governance With concurrence by the LHS Director and the Vice Chancellor for Undergraduate Affairs, the MESA Board may adopt additional procedures consistant with the policies of the University as necessary to govern its operation.

The MESA Board and its officers shall serve without compensation.

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CALIFORNIA POSTSECONDARY EDUCATION COMMISSION

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Representing the State Board of Education:

Angie Papadakis	Rancho Palos Verdes

ALTERNATE REPRESENTATIVES

Representing the Regents of the University of California:

Yori Wada	San Francisco

Representing the Trustees of The California State University:

Celia I. Ballesteros	San Diego

Representing the Board of Governors of the California Community Colleges:

Jane M. Tolmach	Oxnard